



ESC Service Charter Scorecard

6/29/2014 – 7/26/2014



Executive Summary

Customer Service

- Average wait time increased from 19 seconds to 25 seconds, still within the defined SLA target of two minutes.
- Average time to complete a call increased from 3:24 to 3:50 minutes.
- Email requests represented 10.6% of total volume, an decrease from 12.5 % in June.
- Inquiries from CON, EOEEA, and EOHHS agencies accounted for the most inquiries as a percentage of employees served.

Process & Organization

- Escalated Payroll Notifications were not invoked.



Service Delivery Overview

June 1, 2014 – June 28, 2014

Customer Interactions

Total # Agencies Served: 76

Total # Employees Served: 53,686

Total calls received: 4828

Total tickets opened: 4332

% of Employees served contacting ESC: **11.1%***

Staffing

Area	Staffing as of 7/26/2014	Staffing as of 6/28/2014
Customer Service/Intake	6	6
Customer Service/Research	4	4
Processing & Outreach	13	13
Supervisor	3	3
Senior Staff	4	4
Total	30	30

Enabling Technologies

Activities – June

Source: ESC Avaya CMS & COMiT Reports, data from 6/29/2014 – 7/26/2014

***Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

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Service Level Agreement

Service Measures and Targets

The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time – 1st and 2nd notice Approvers: Unapproved reported time – 1st and 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable Failsafe outreach to Comptroller and Chief HR Officer when applicable 	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks

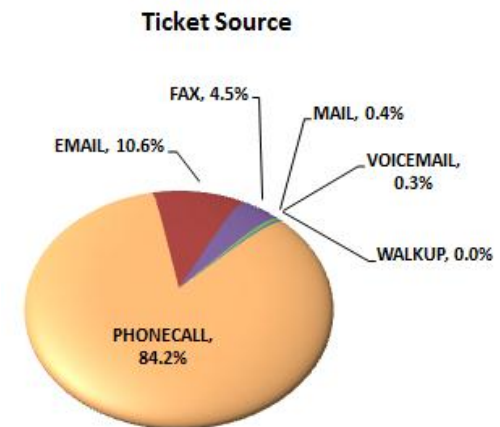
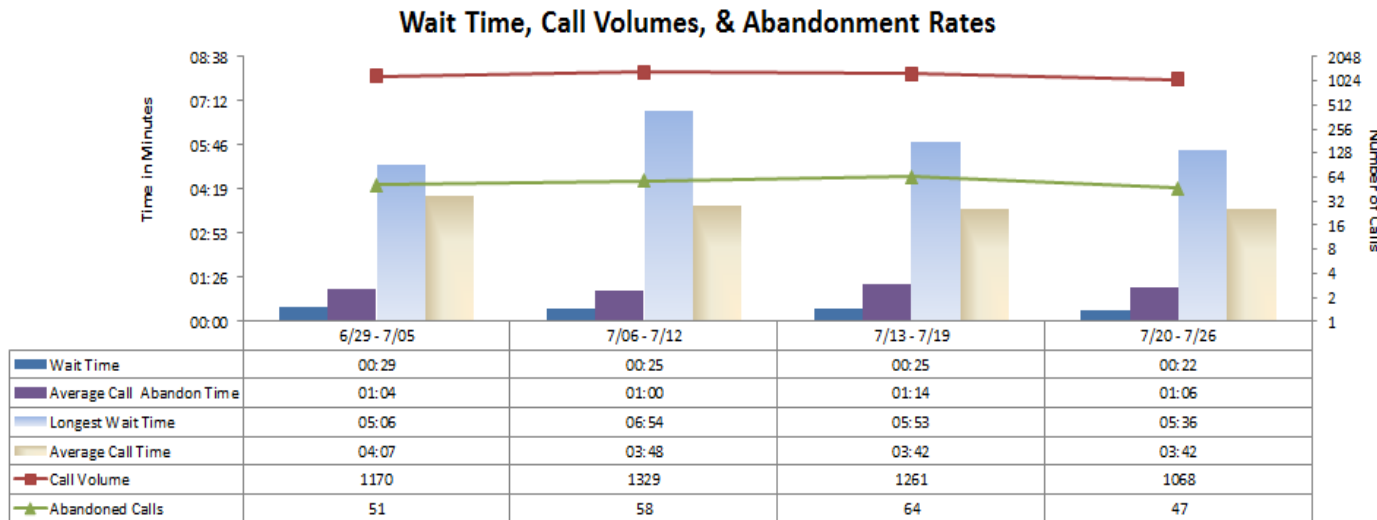


Inbound Call Data

SLA Metric	Target Level	Current Period (6/29/14 to 7/26/14)	Previous Period (6/1/14 to 6/28/14)	July 2013
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:25 seconds	:19 seconds	:34 seconds



Total = 4828 calls



Total = 4332 tickets

Source: ESC COMiT & Avaya data from 6/29/2014 – 7/26/2014.

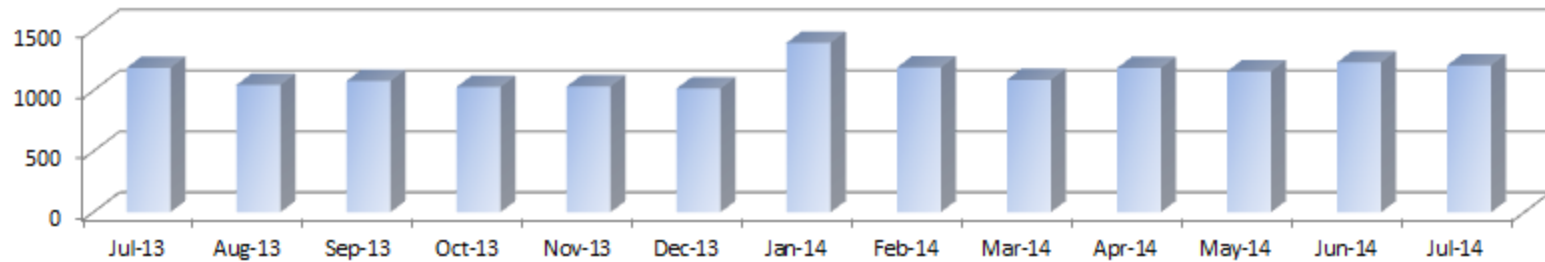
*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



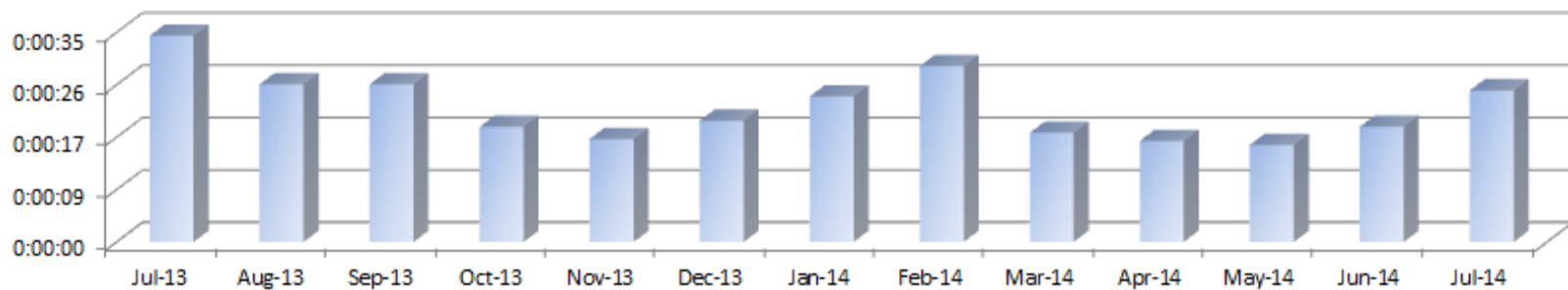
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Inbound Call Data – 12 Month Lookback

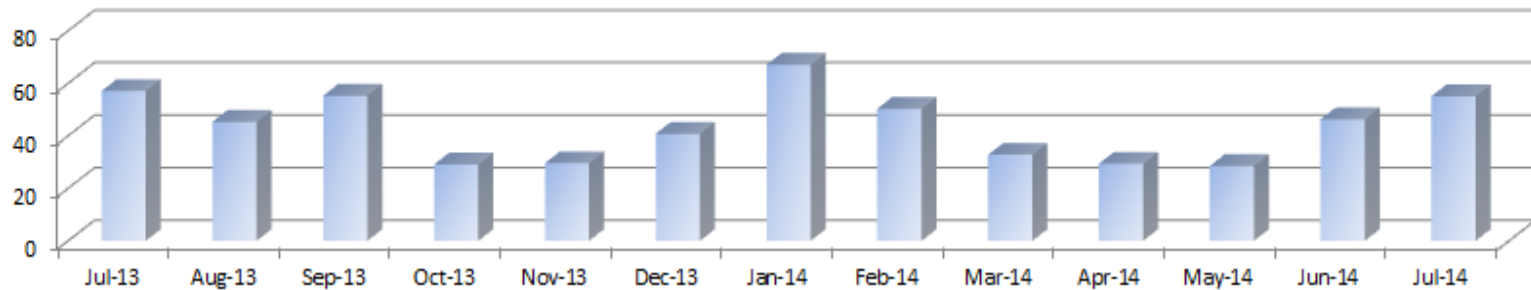
Average Call Volume



Average Wait Time



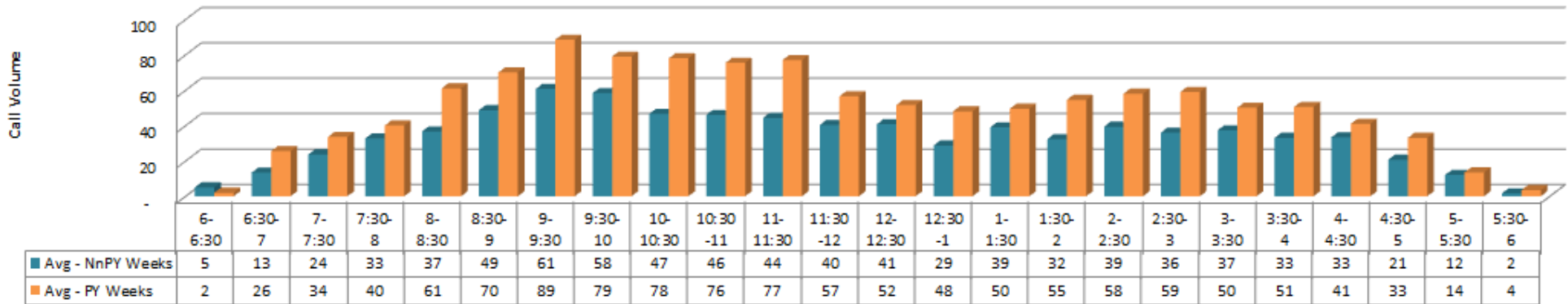
Average Abandonment Rates



Timing of Inquiries

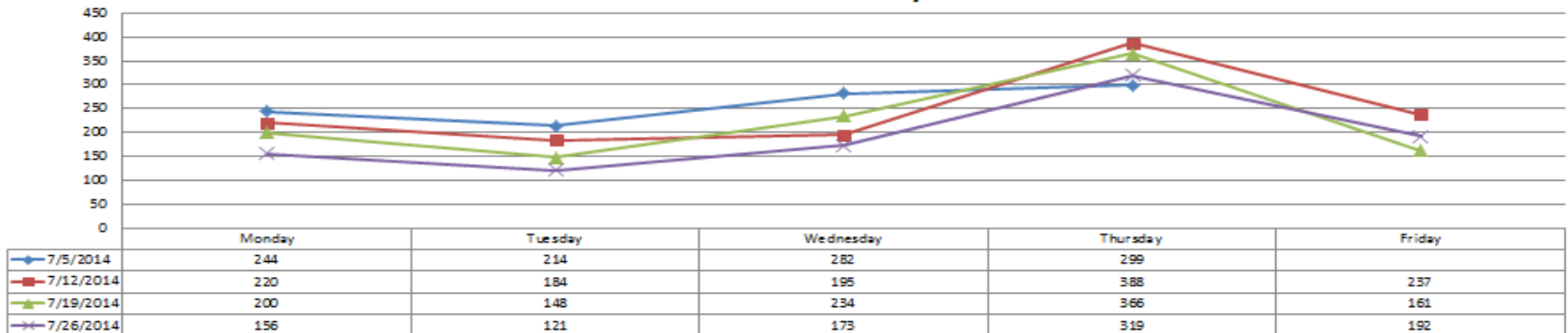
Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

Average Daily Call Volume



Thursday represents the highest volume due to impact of payroll cycle.

Number of Tickets Per Day



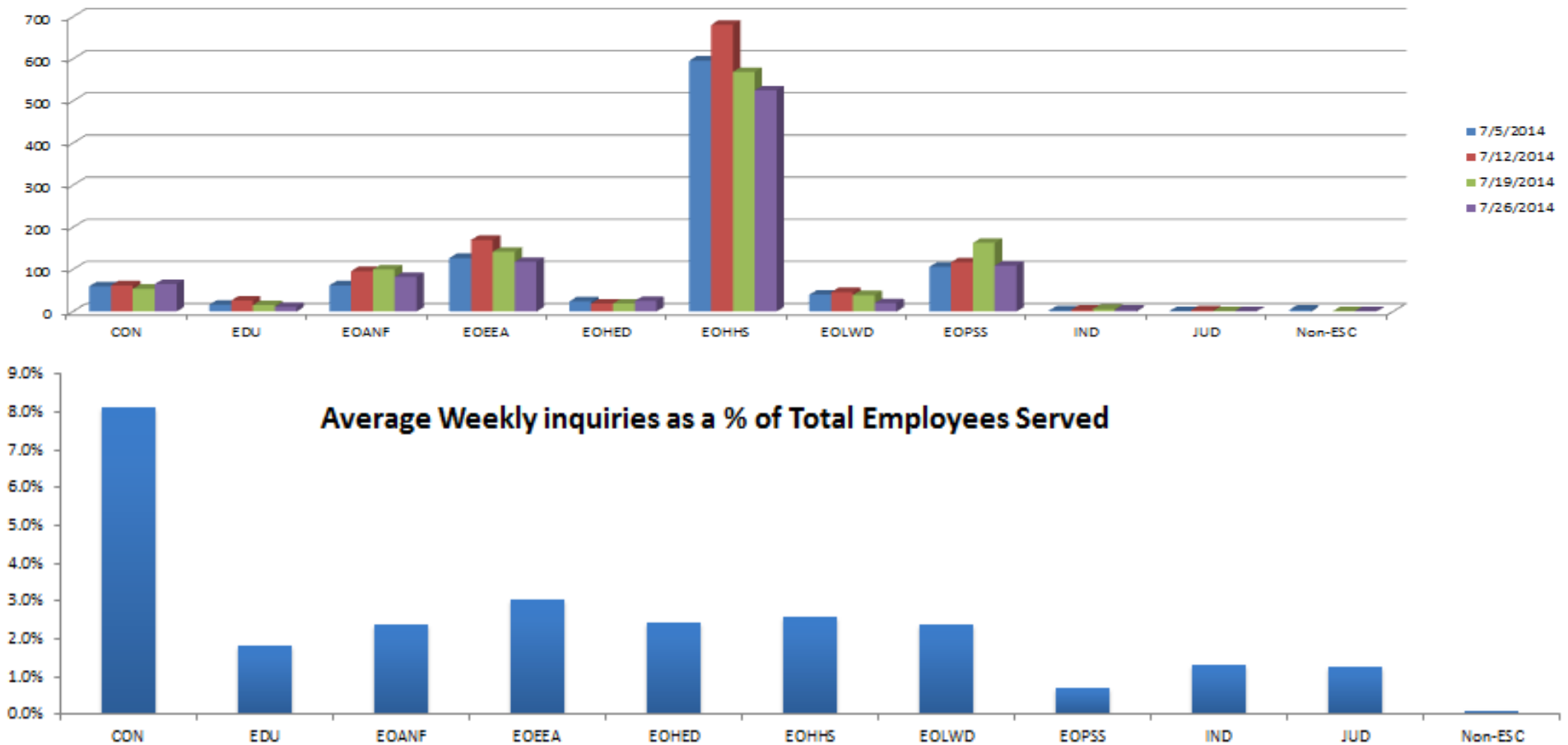
Source: ESC COMiT & Avaya data from 6/29/2014 – 7/26/2014.

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Inbound Inquiries by Secretariat

EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOEEA, EOHHS, EOLWD and EOHED represent the highest volume as a percent of employees served.



Source: ESC COMiT data from 6/29/2014 – 7/26/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.

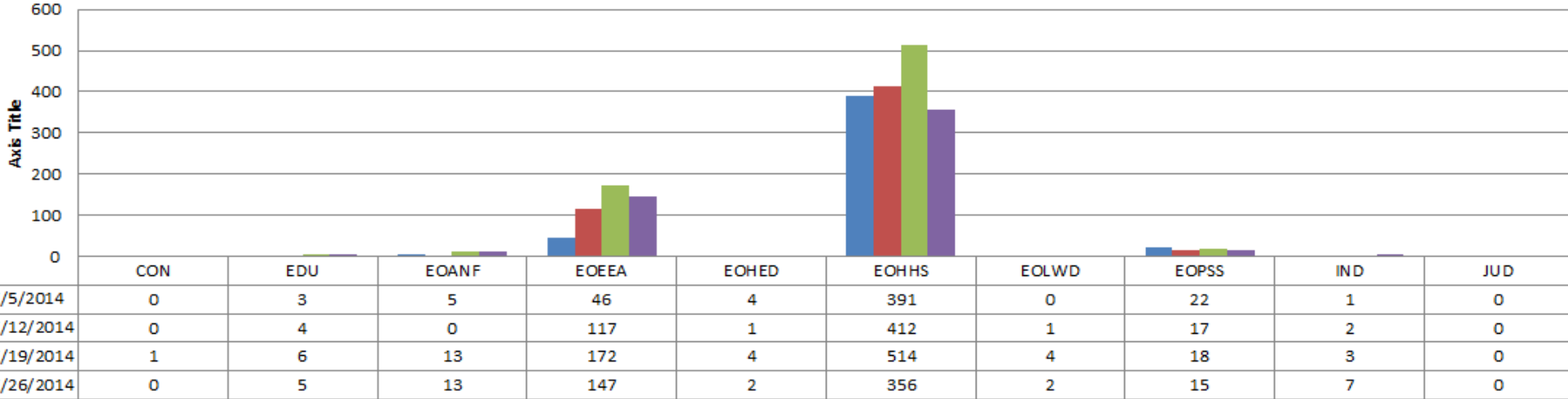


Outbound Exception Management Calls

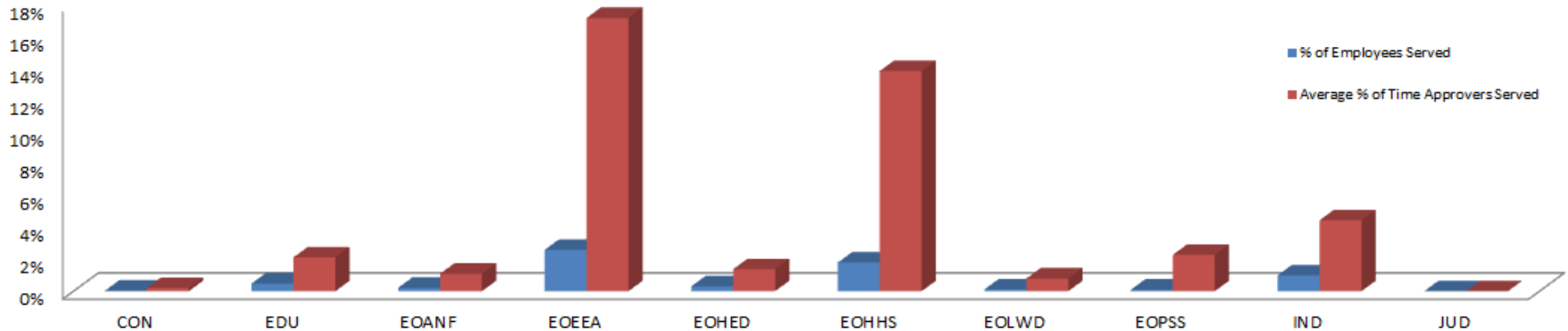
Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.

Outbound Calls



Average weekly calls as a % of Employees Served

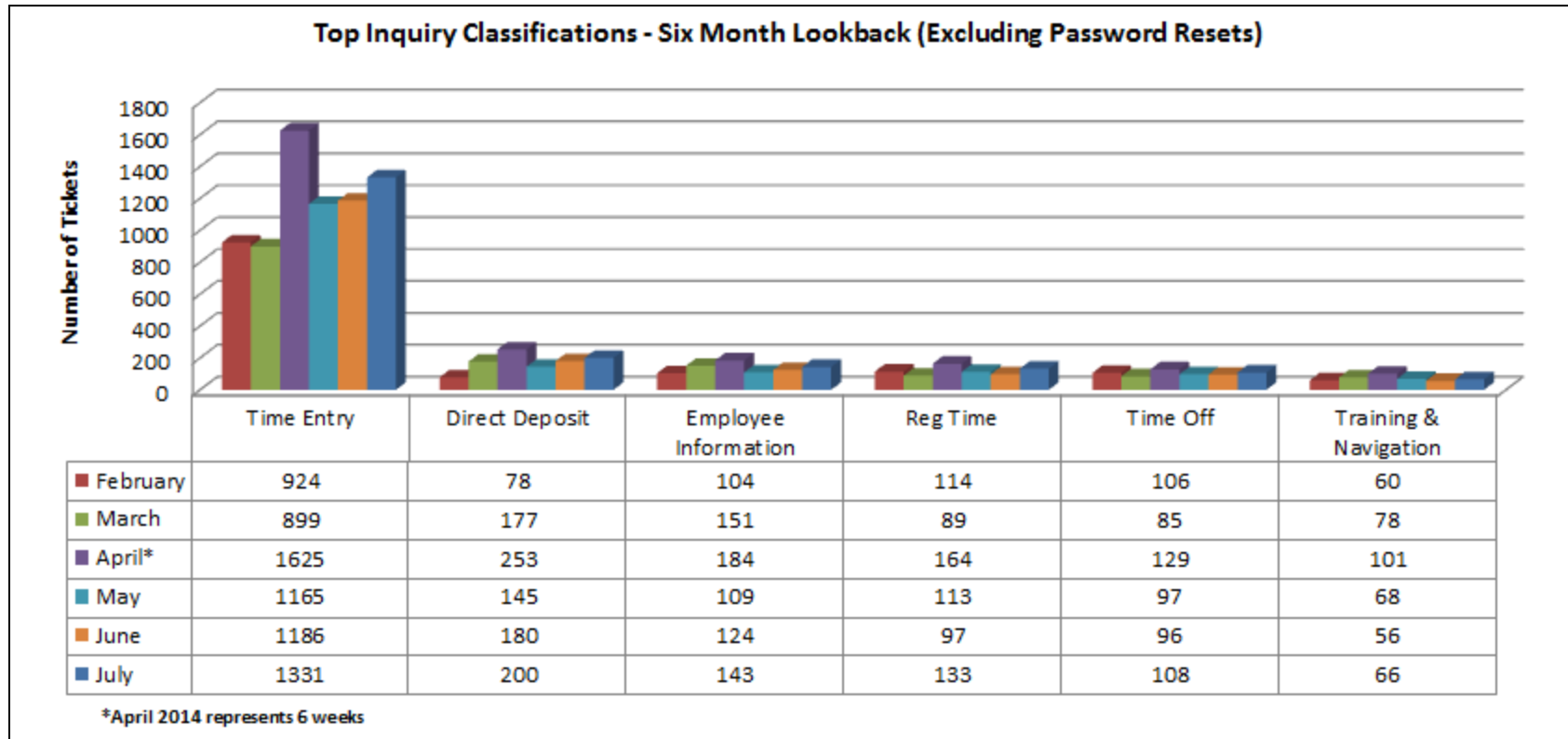


Source: : ESC Exception Management System data from 6/29/2014 – 7/26/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

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Type of Inquiries Received – Six Month Lookback



Case Resolution Time

SLA Metric	Target	Current Period (6/29/14 – 7/26/14)	Previous Period (6/1/14 - 6/28/14)	Previous Period (5/4/14 – 5/31/14)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 95% 3 Days –86.3%	1 Day – 94.9% 3 Days –86%	1 Day – 94.6% 3 Days – 89%

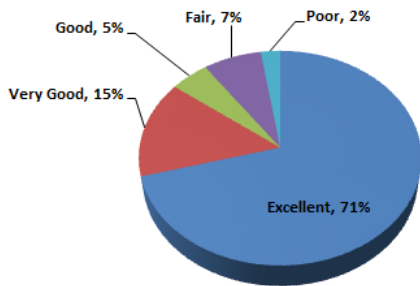
Source: ESC COMiT data from 6/29/2014 – 7/26/2014



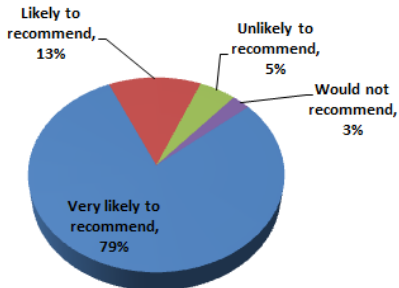
Customer Satisfaction Survey Results

SLA Metric	Target	Current Period (6/29/14-7/26/14)	Previous Period (6/1/14-6/28/14)	Previous Period (5/4/14-5/31/14)
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	91% rated good to excellent (0.08 % response rate)	91% rated good to excellent (0.07 % response rate)	95% rated good to excellent (0.07 % response rate)

How would you rate the quality of service you received from the Employee Service Center?



How likely would you be to recommend the Employee Service Center to a colleague?



Sample Comments:

“My issue was resolved perfectly.”

“The service provided was helpful.”

“Everything went well. I can’t think of any new services at this time.”

“I was impressed at how quickly the issue was resolved.”

“Very patient, understanding and helpful”

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 6/29/2014 – 7/26/2014.

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SLA Targets vs. Actual Performance



Delivering HR Services That Matter

Metric	Target	Current Period Performance 6/29/14 – 7/26/14	Previous Period Performance 6/1/14 – 6/28/14	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	25 seconds	19 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	95% within 1 Day and 86.3% within 3 Days	94.9% within 1 Day and 86% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	90% rated good to excellent (0.08% responded)	91% rated good to excellent (0.07% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time - 1st & 2nd notice Approvers: Unapproved reported time - 1st & 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice Failsafe outreach to Agy. HR/PY and signatories Failsafe outreach to CTR and CHRO 	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%	100%	100%	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	



Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
6/29/2014	7/26/2014	08/18/2013
7/27/2014	8/23/2014	9/10/2014
8/24/2014	10/04/2014	10/15/2014
10/5/2014	11/01/2014	11/12/2014
11/2/2014	11/29/2014	12/10/2014
11/30/2014	12/27/2014	1/14/2014
12/28/2014		

***Note:** "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.



Appendix: Agencies Served

Agencies Served	Employees	Agencies Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	17	DOS-Division Of Standards	22	MCB-Mass Commission For The Blind	167
AGR-Department Of Agricultural Resources	106	DPH-Department Of Public Health	3221	MCD-Commission For The Deaf And Hard Of Hearing	56
ALA-Administrative Law Appeals Division	33	DPS-Department Of Public Safety	174	MGC - Massachusetts Gaming Commission	82
ANF-Eo Administration & Finance	344	DPU-Department Of Public Utilities	146	MIL-Massachusetts National Guard	8039
APC-Appeals Court	119	DSS-Department Of Children And Families	3468	MMP-Massachusetts Marketing Partnership	23
ART-Mass Cultural Council	25	DYS-Department Of Youth Services	874	MRC-Mass Rehabilitation Commission	939
ATB-Appellate Tax Board	23	EDU-Executive Office Of Education	104	OCD-Dept Of Housing And Community	297
BSB-Bureau Of State Buildings	15	EEC-Department Of Early Education	224	OHA-Massachusetts Office On Disability	14
CDA-Massachusetts Emergency Management Agency	98	EED-Executive Office Of Housing & Economic Development	55	ORI-Office For Refugees And Immigrants	21
CHE-Soldiers' Home In Massachusetts	365	EHS - Executive Office Of Health and Human Services	1615	OSC-Office Of The Comptroller	145
CHS-Department Of Criminal Justice Information Systems	46	ELD-Department Of Elder Affairs	60	OSD-Division Of Operational Services	99
CJT-Criminal Justice Training Council	330	ENE-Department Of Energy Resources	61	PAR-Parole Board	212
CME-Chief Medical Examiner	74	ENV-Executive Office Of Energy and Environmental Affairs	301	POL-State Police	2608
CSC-Civil Service Commission	7	EOL-Executive Office Of Workforce Development	1521	REG-Division Of Professional Licensure	126
CSW-Commission On Status Of Women	1	EPS-Executive Office Of Public Safety and Security	189	RGT-Department Of Higher Education	77
DCP-Capital Asset Management And Maintenance	436	EQE-Department Of Environmental Protection	812	SCA-Office Of Consumer Affairs And Business Regulations	30
DCR-Department Conservation And Recreation	2708	FWE-Department Of Fish And Game	322	SDA-Sheriffs Department Association	4
DFS-Department Of Fire Services	519	GIC-Group Insurance Commission	56	SEA-Department Of Business And Technology	21
DMH - Department of Mental Health	3579	HCF-Health Care Finance & Policy	155	SOR-Sex Offender Registry	48
DMR -Department of Developmental Services	6862	HLV-Soldiers' Home In Holyoke	352	SRB-State Reclamation Board	176
DOB-Division Of Banks	168	HPC - Health Policy Commission	44	TAC-Department Of Telecommunications	25
DOC - Department of Corrections	5342	HRD-Human Resources Division	150	TRB-Teachers Retirement Board	95
DOE-Department Of Elementary & Secondary Education	528	ITD-Information Technology Division	367	TRE-Office Of The State Treasurer	231
DOI-Division Of Insurance	138	LIB-George Fingold Library	13	VET-Department Of Veterans Service	77
DOR-Department of Revenue	1894	LOT-Lottery And Gaming Commission	414	VWA-Victim And Witness Assistance	17
				WEL-Department Of Transitional Assistance	1560
				Grand Total:	53686



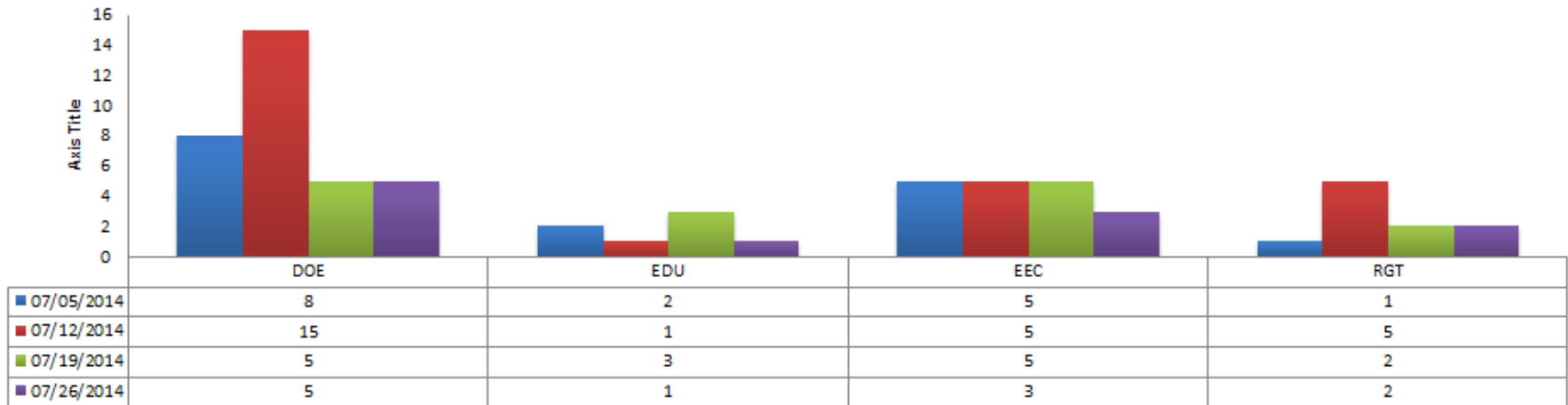
Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

ADD	TAC
ART	
CJT	
CSC	
CSW	

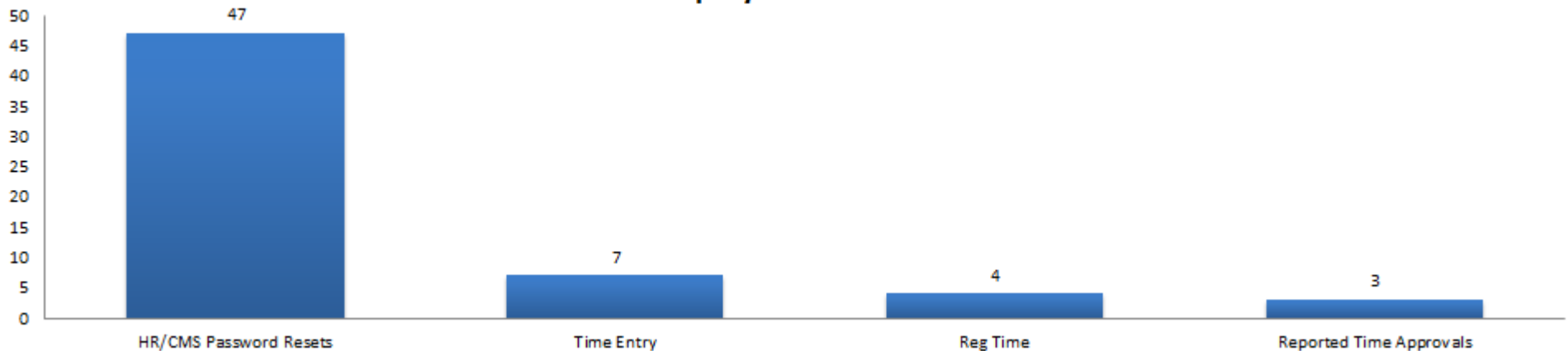
Education Secretariat Agencies

Number of Tickets by Agency



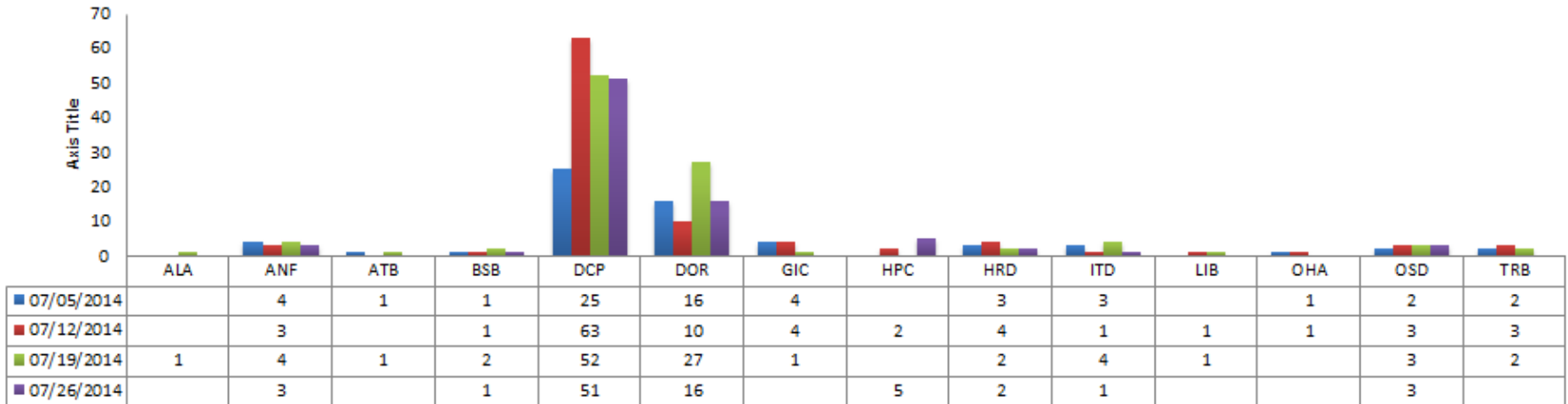
One ticket was forwarded to Agency HR/Payroll during the period of 6/29/2014 – 7/26/2014

Inquiry Classifications



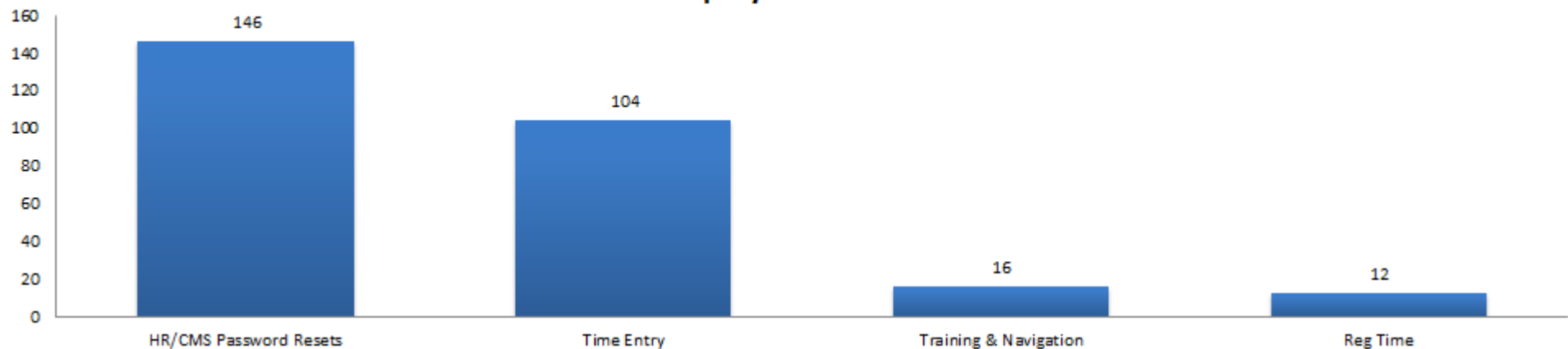
EOANF Secretariat Agencies

Number of Tickets by Agency



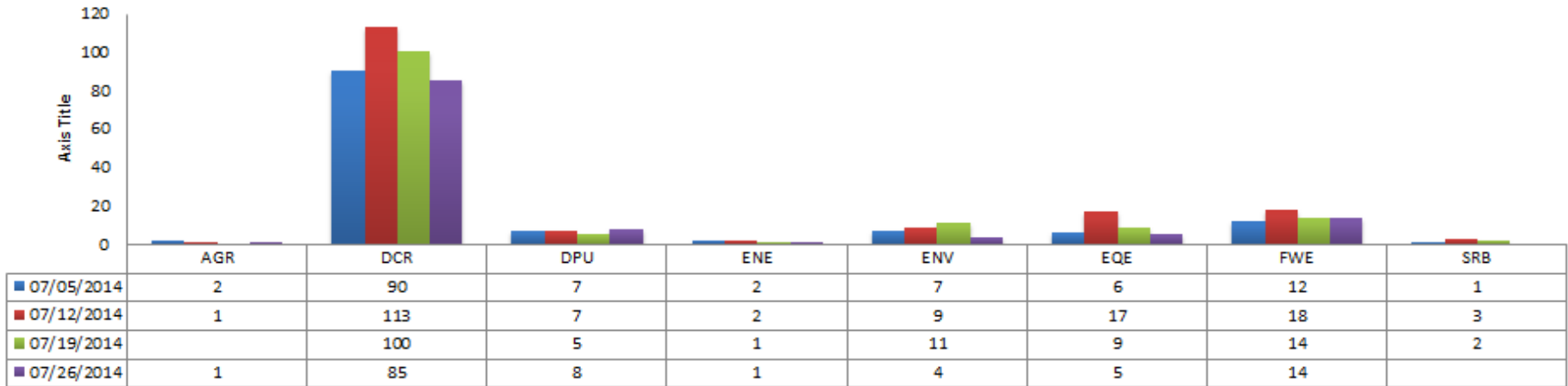
6 tickets were forwarded to Agency HR/Payroll during the period of 6/29/2014 – 7/26/2014

Inquiry Classifications



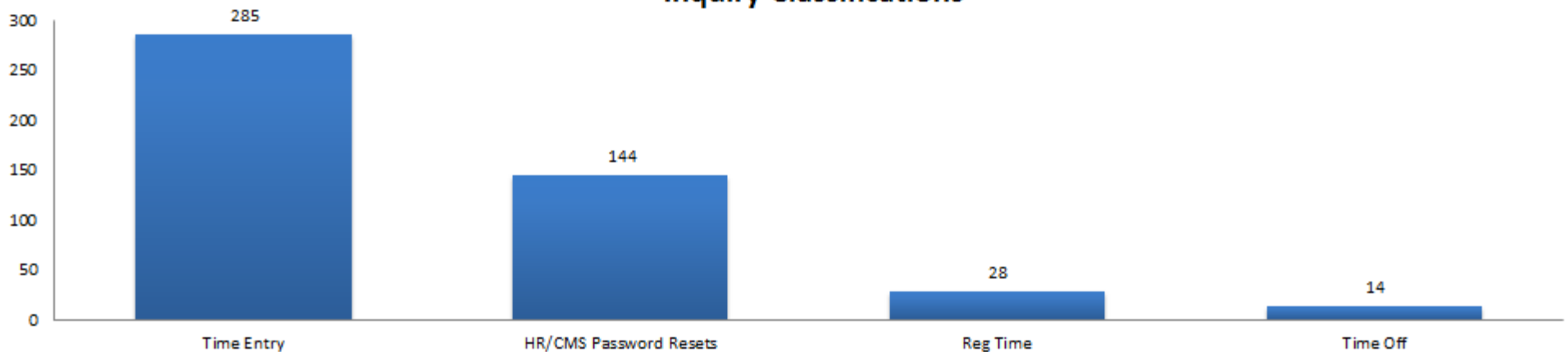
EOEEA Secretariat Agencies

Number of Tickets by Agency



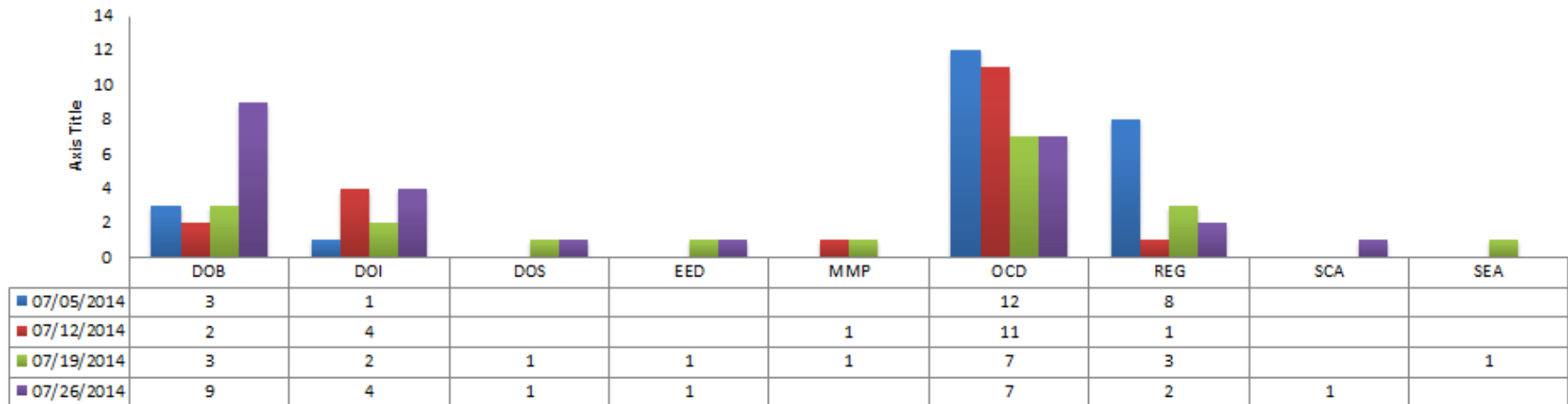
16 tickets were forwarded to Agency HR/Payroll during the period of 6/29/2014 – 7/26/2014

Inquiry Classifications



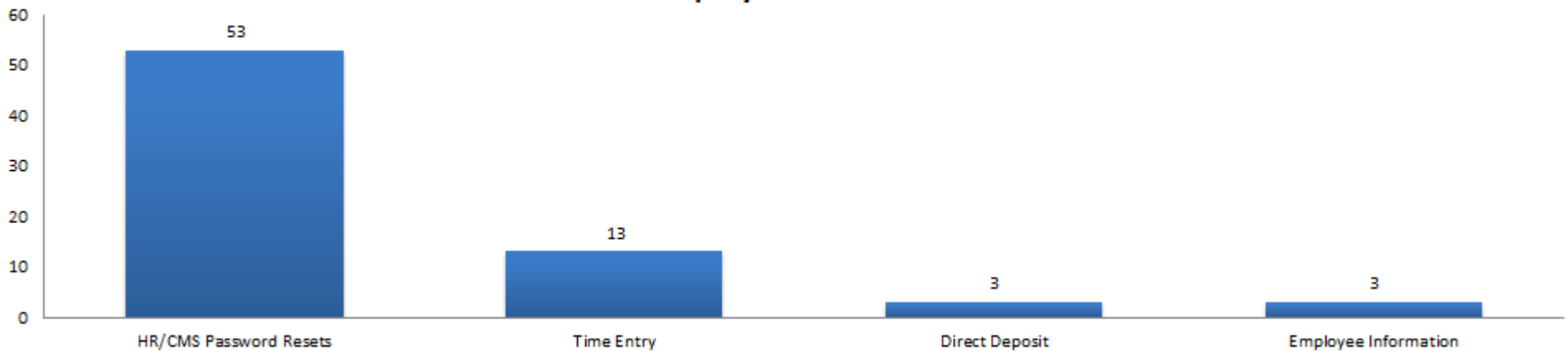
EOHED Secretariat Agencies

Number of Tickets by Agency



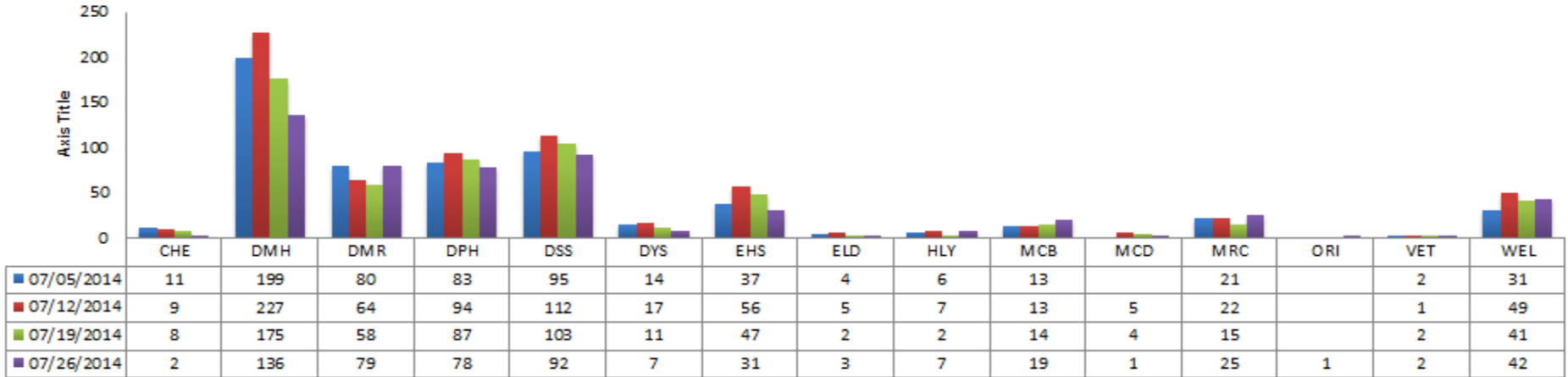
Three ticket were forwarded to Agency HR/Payroll during the period of 6/29/2014 – 7/26/2014

Inquiry Classifications



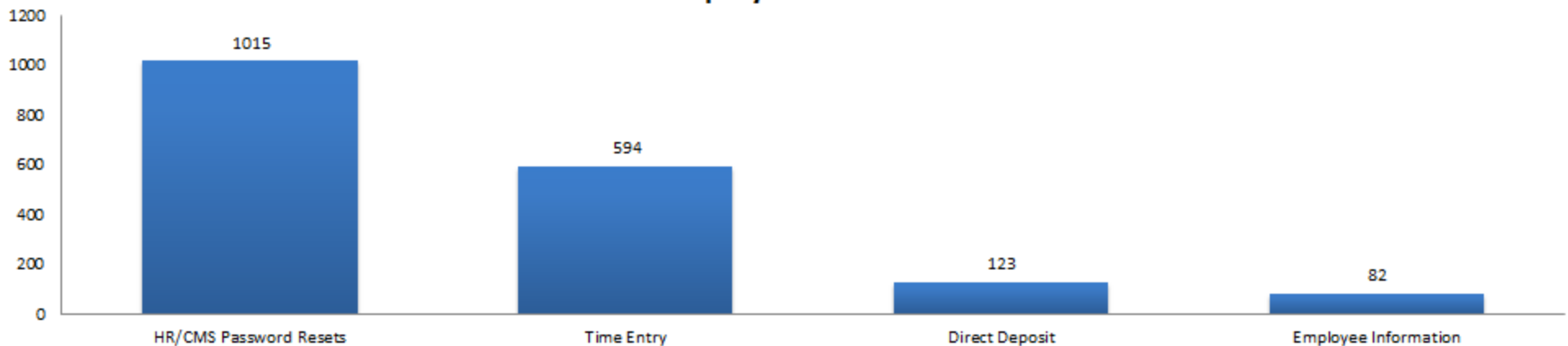
EOHHS Secretariat Agencies

Number of Tickets by Agency



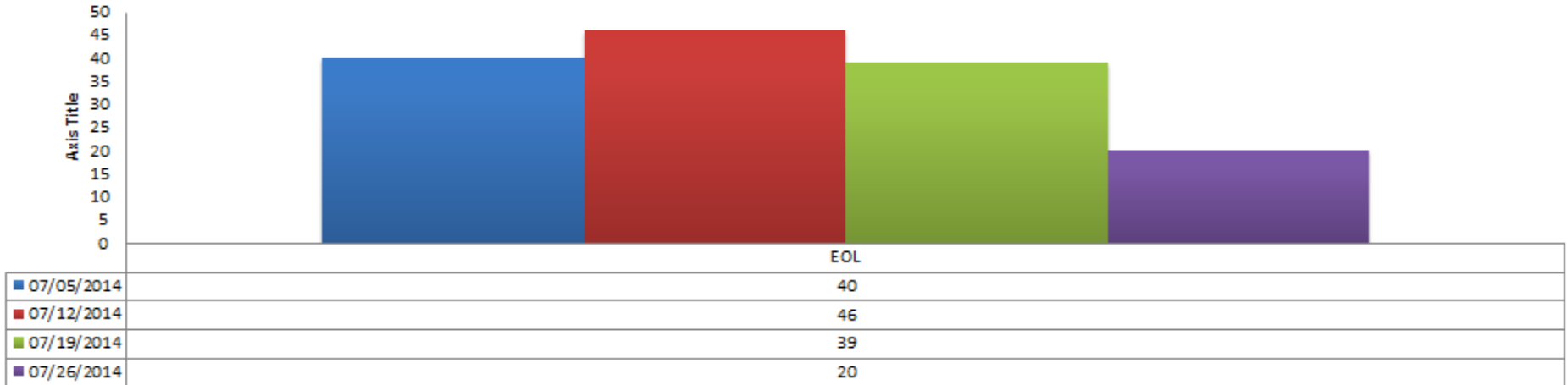
96 tickets were forwarded to Agency HR/Payroll during the period of 6/29/2014 – 7/26/2014

Inquiry Classifications



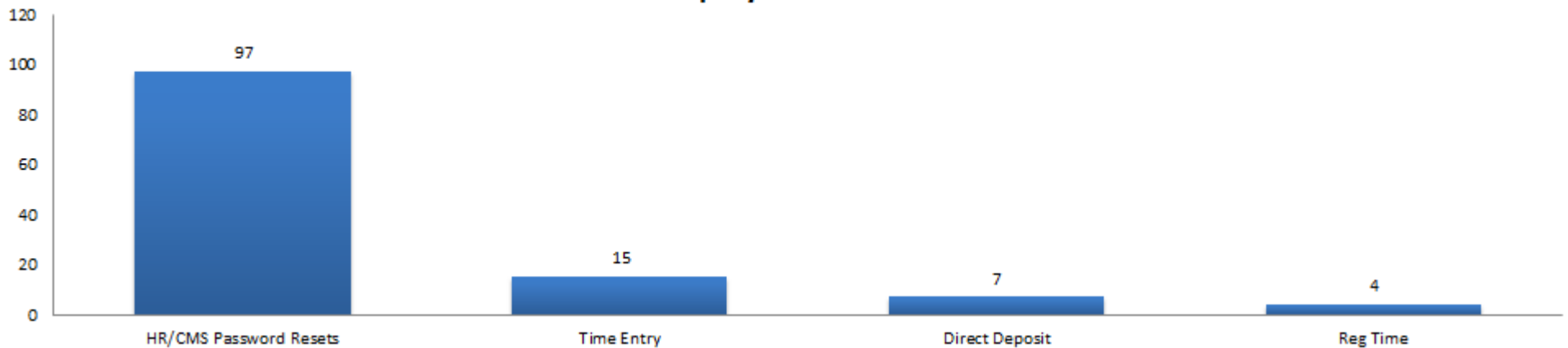
EOLWD Secretariat Agencies

Number of Tickets by Agency



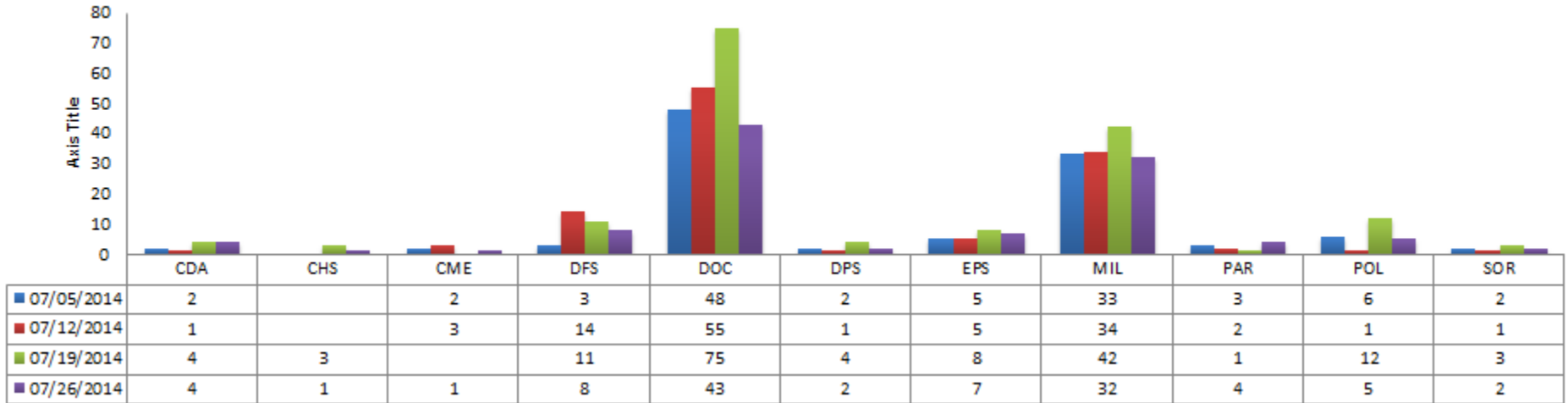
4 tickets were forwarded to Agency HR/Payroll during the period 6/29/2014 – 7/26/2014

Inquiry Classifications



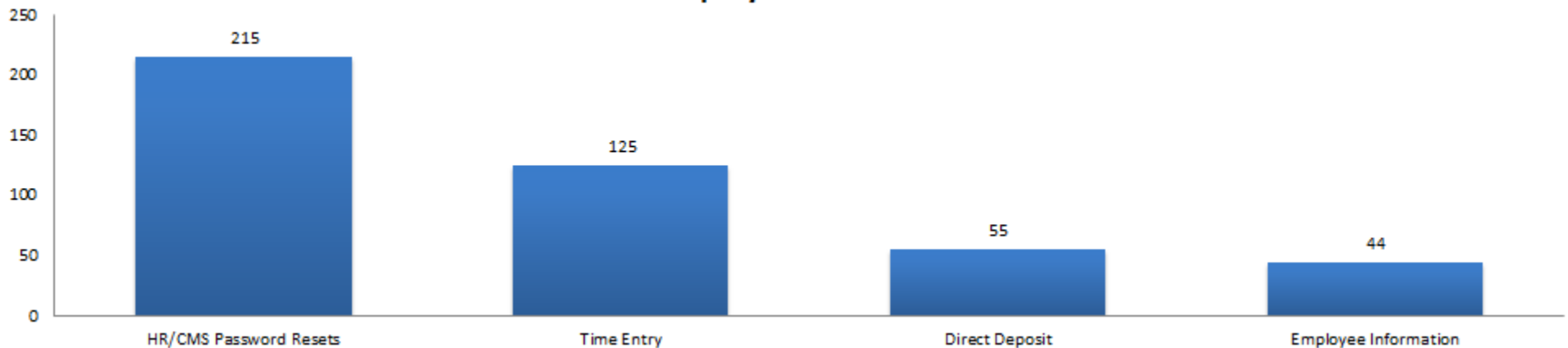
EOPSS Secretariat Agencies

Number of Tickets by Agency



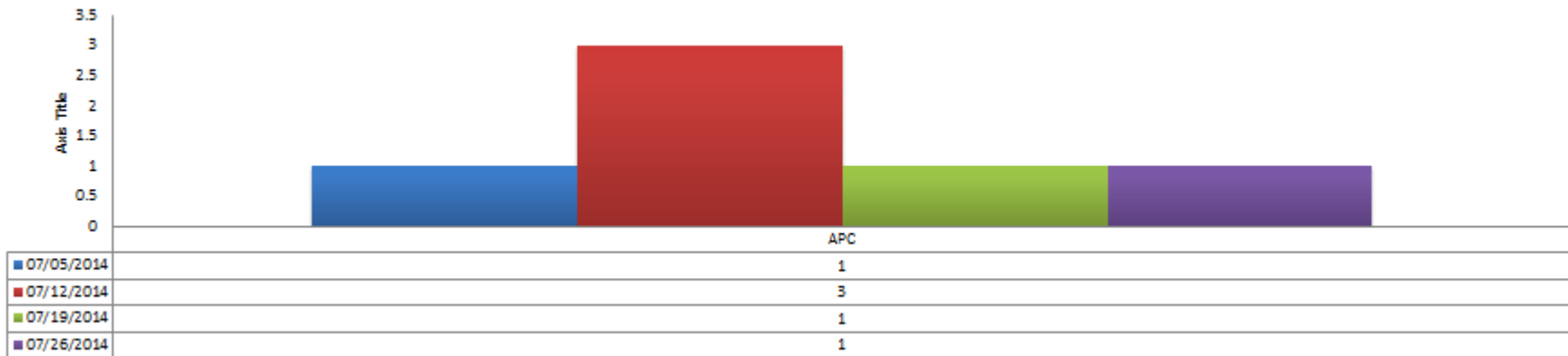
4 tickets were forwarded to Agency HR/Payroll during the period of 6/29/2014 – 7/26/2014

Inquiry Classifications

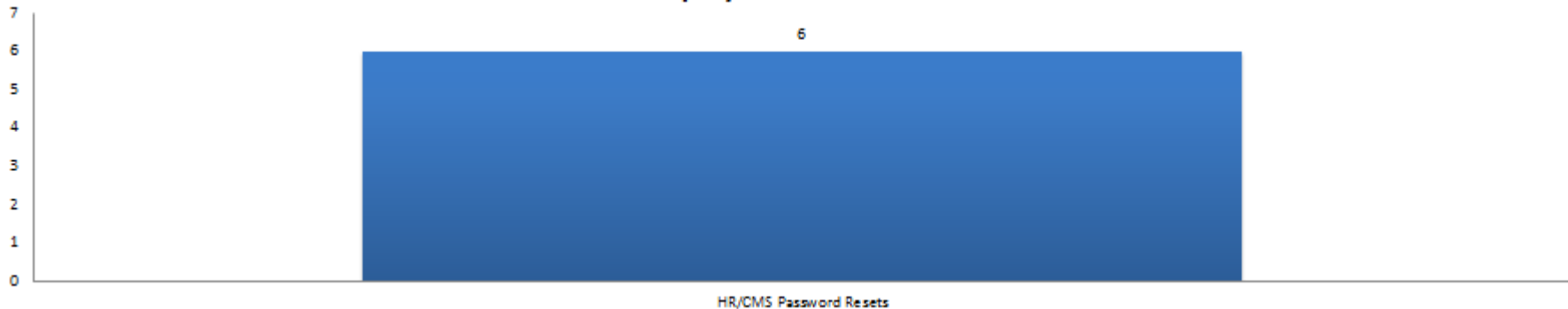


APC Tickets and Classification

Number of Tickets by Agency

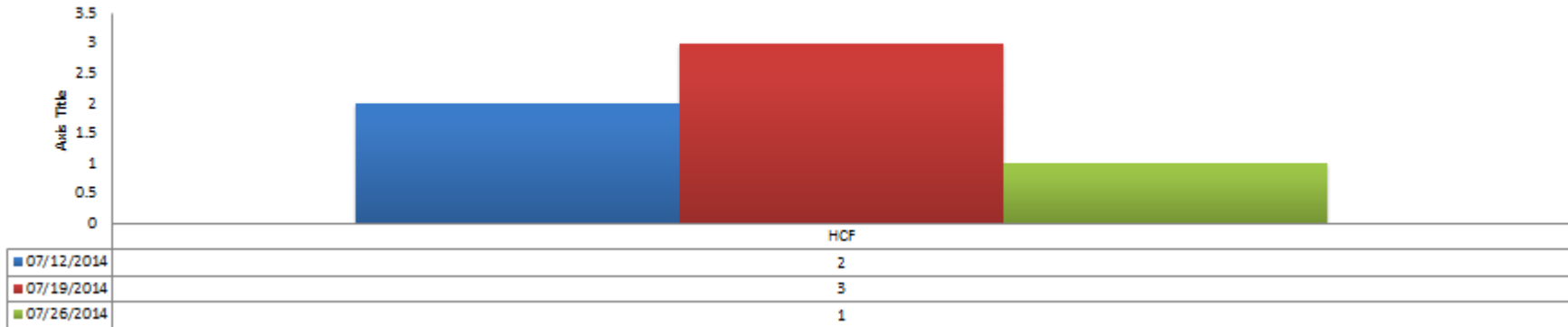


Inquiry Classifications



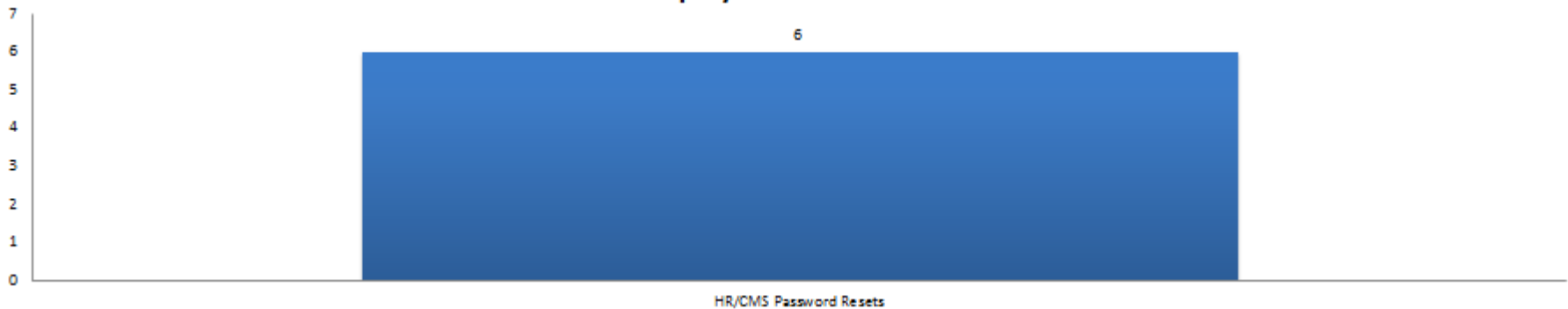
HCF Tickets and Classification

Number of Tickets by Agency



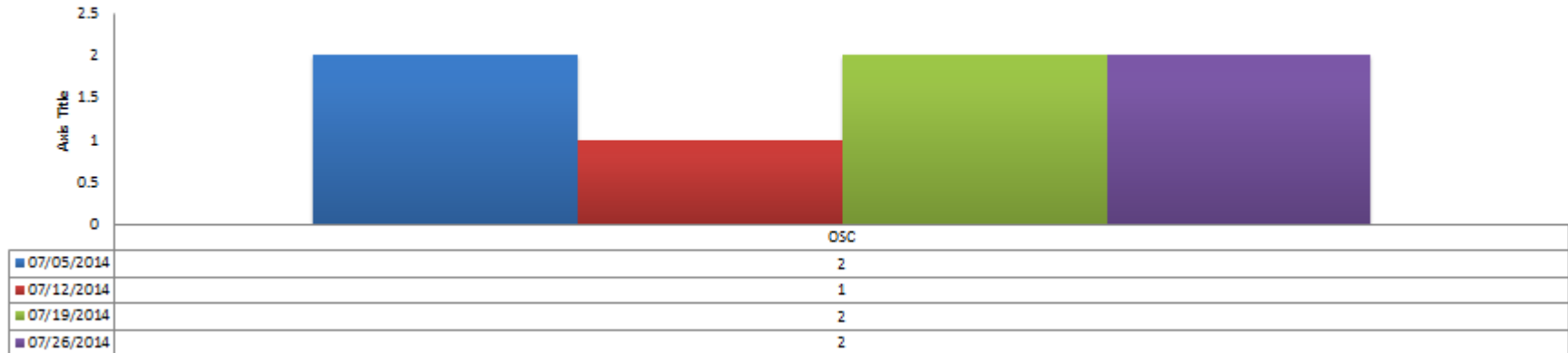
No Tickets were received for the week of: 7/5/14

Inquiry Classifications

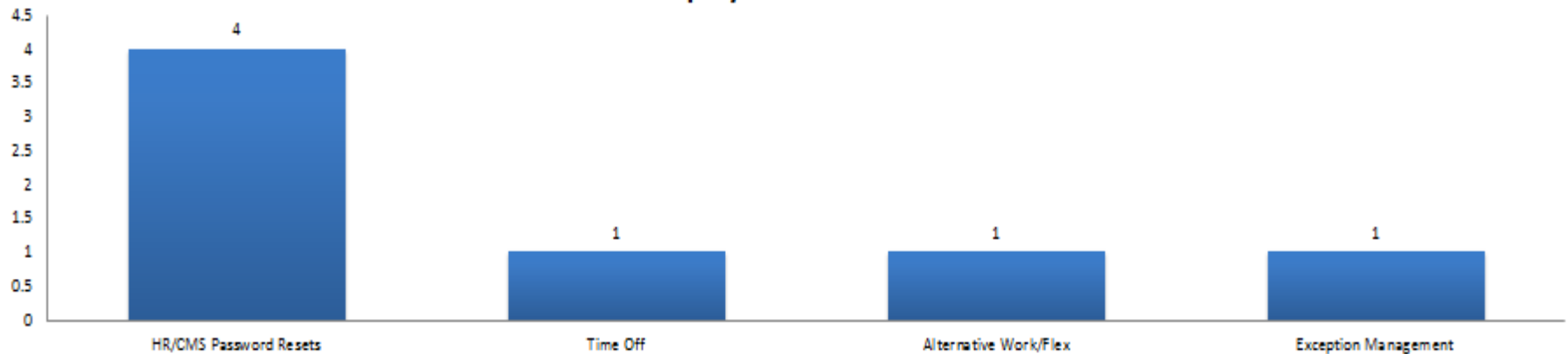


OSC Tickets and Classification

Number of Tickets by Agency

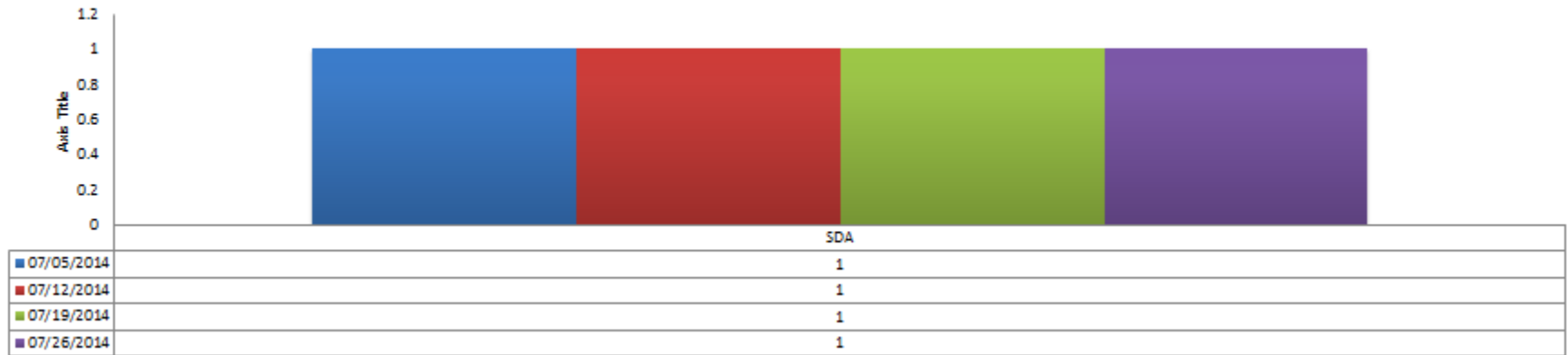


Inquiry Classifications

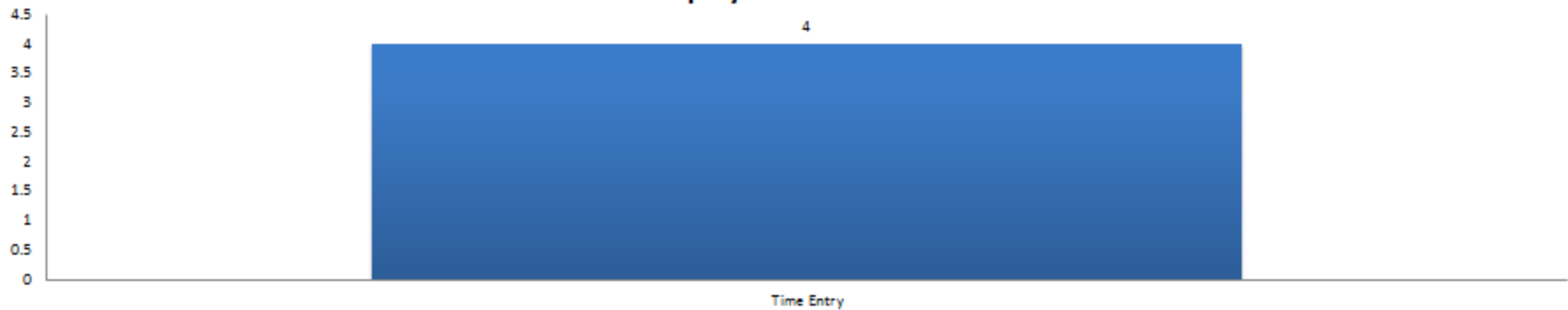


SDA Tickets and Classification

Number of Tickets by Agency

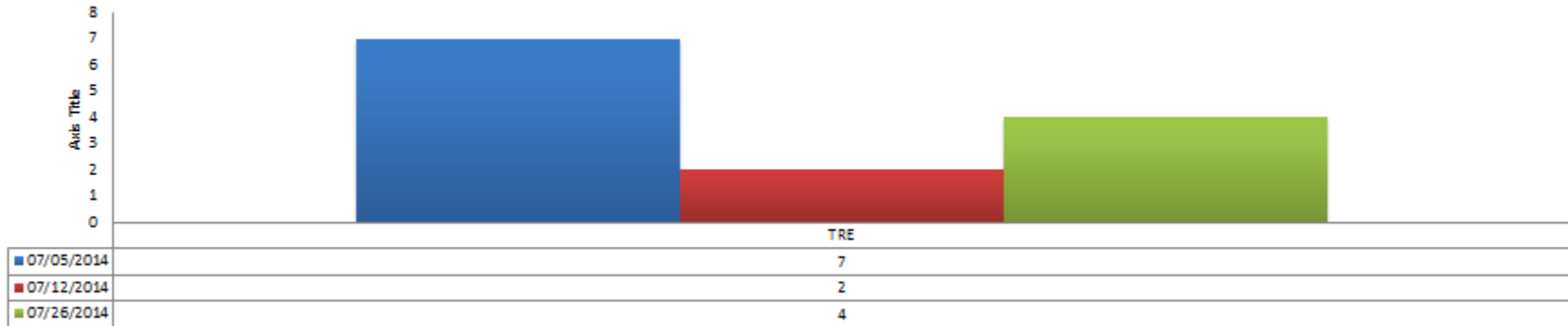


Inquiry Classifications



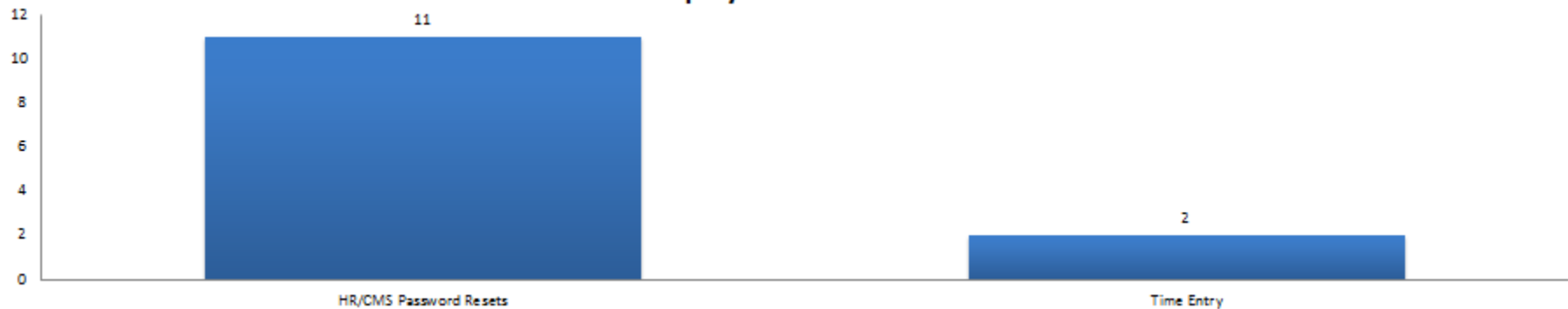
TRE Tickets and Classification

Number of Tickets by Agency



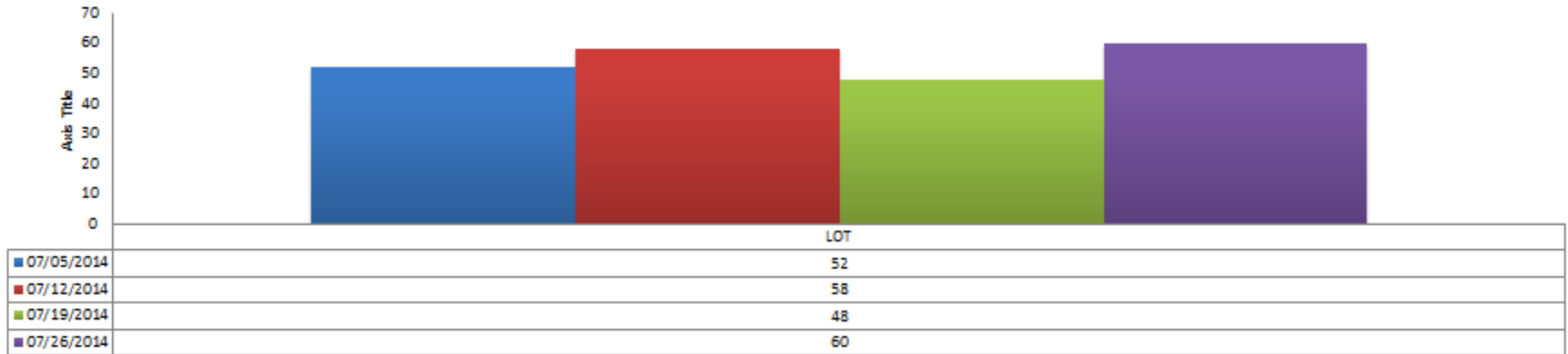
No Tickets were received for the week of: 7/19/14

Inquiry Classifications



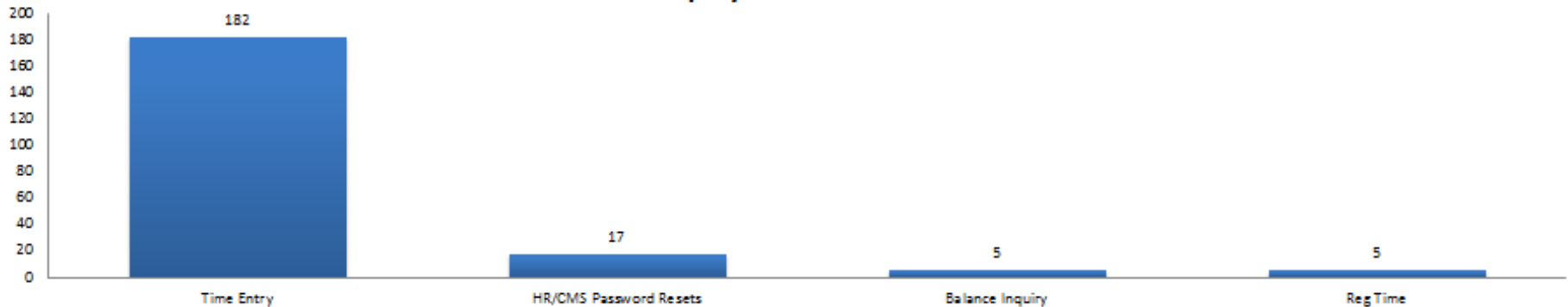
LOT Tickets and Classification

Number of Tickets by Agency



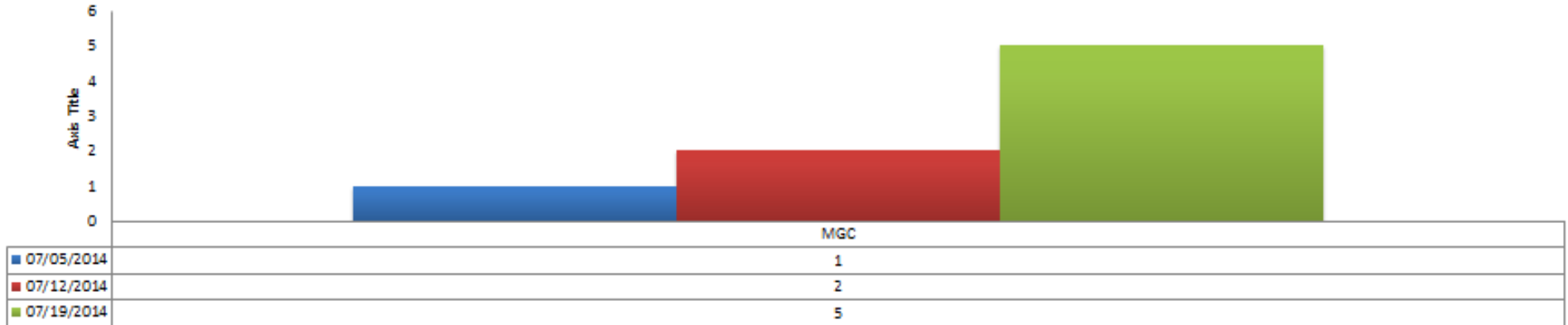
One ticket was forwarded to Agency HR/Payroll during the period of 6/29/2014 – 7/26/2014

Inquiry Classifications



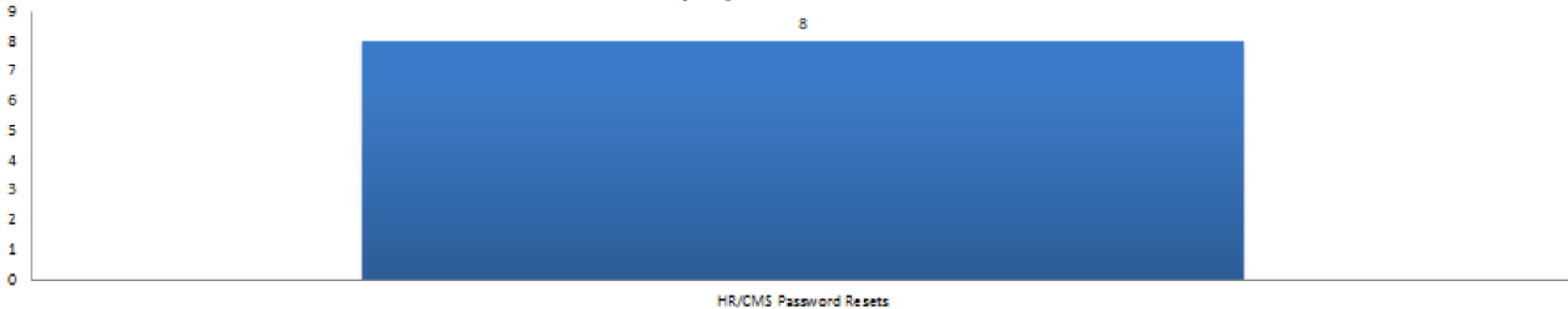
MGC Tickets and Classification

Number of Tickets by Agency



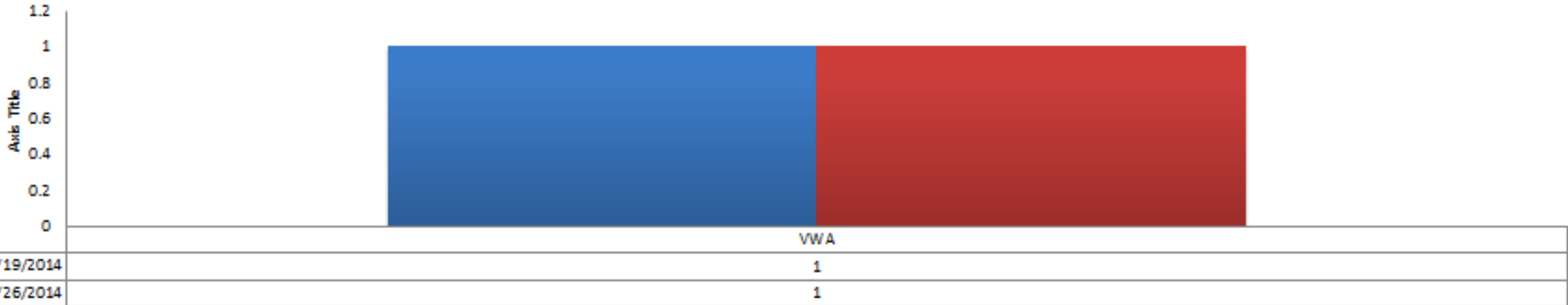
No Tickets were received for the week of: 7/26/14

Inquiry Classifications



VWA Tickets and Classification

Number of Tickets by Agency



No Tickets were received for the weeks of: 7/5/14 and 7/12/14

Inquiry Classifications

